

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, & 30				1. REQUISITION NUMBER PR201406260068		PAGE 1 OF 3	
2. CONTRACT NO. GS-23F-0168L		3. AWARD/EFFECTIVE DATE 09/29/2014		4. ORDER NUMBER GS-H-00-14-AA-0480		5. SOLICITATION NUMBER GS-H1E-Q-14-0272	
7. FOR SOLICITATION INFORMATION CALL:		a. NAME VIVIAN M. FIELDS		b. TELEPHONE NUMBER (No collect calls) 202-501-1741		6. SOLICITATION ISSUE DATE 08/15/2014	
9. ISSUED BY GENERAL SERVICES ADMINISTRATION INTERNAL ACQUISITION DIVISION 1800 F STREET NW WASHINGTON, DC 20405				10. THIS ACQUISITION IS <input type="checkbox"/> UNRESTRICTED OR <input type="checkbox"/> SET ASIDE: _____ % FOR: <input checked="" type="checkbox"/> SMALL BUSINESS <input type="checkbox"/> WOMEN-OWNED SMALL BUSINESS (WOSB) ELIGIBLE UNDER THE WOMEN-OWNED SMALL BUSINESS PROGRAM NAICS: <input type="checkbox"/> HUBZONE SMALL BUSINESS <input type="checkbox"/> EDWOSB <input type="checkbox"/> SERVICE-DISABLED VETERAN-OWNED SMALL BUSINESS <input type="checkbox"/> 8 (A) SIZE STANDARD: _____			
11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE		12. DISCOUNT TERMS		13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700) <input type="checkbox"/>		13b. RATING	
15. DELIVER TO SEE SCHEDULE		CODE		16. ADMINISTERED BY GENERAL SERVICES ADMINISTRATION-OFFICE OF CITIZEN SERVICES & INNOVATIVE TECHNOLOGIES		14. METHOD OF SOLICITATION <input checked="" type="checkbox"/> RFQ <input type="checkbox"/> IFB <input type="checkbox"/> RFP	
17a. CONTRACTOR/OFFEROR REINGOLD, INC. 433 E. MONOR AVENUE ALEXANDRIA, VA		CODE FACILITY CODE CAGE CODE: 1DWB2		18a. PAYMENT WILL BE MADE BY FINANCIAL OPERATIONS AND DISBURSEMENT BRANCH P.O. BOX 419279 KANSAS CITY, MO 64141			
TELEPHONE NO 202-333-0400		17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER <input type="checkbox"/>		18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a UNLESS BLOCK BELOW IS CHECKED <input type="checkbox"/> SEE ADDENDUM			
19. ITEM NO.	20. SCHEDULE OF SUPPLIES/SERVICES			21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	See continuation pages for line item details					\$908,708.00	
				(Use Reverse and/or Attach Additional Sheets as Necessary)			
25. ACCOUNTING AND APPROPRIATION DATA 2014.2014.105X.CAC1.00.S00I0114.CA244.H08						26. TOTAL AWARD AMOUNT (For Govt. Use Only) \$908,708.00	
<input type="checkbox"/> 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4 FAR 52.212-3 AND 52.212-5 ARE ATTACHED. ADDENDA <input type="checkbox"/> 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4. FAR 52.212-5 IS ATTACHED. ADDENDA						<input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED	
<input type="checkbox"/> 28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED				<input type="checkbox"/> 29. AWARD OF CONTRACT: REF. Reingold, Inc. OFFER DATED 08/28/2014 . YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS:			
30a. (b) (6)				31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER) VIVIAN FIELDS Digitally signed by VIVIAN FIELDS DN: cn = VIVIAN FIELDS c = US o = U.S. Government ou = General Services Administration Date: 2014.09.25 19:54:13 -0500			
30b. NAME AND TITLE OF SIGNER (Type or print) (b) (6)		30c. DATE SIGNED 9/25/14		31b. NAME OF CONTRACTING OFFICER (Type or print) VIVIAN M. FIELDS		31c. DATE SIGNED	

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STANDARD FORM 1449 (REV. 2/2012)
Prescribed by GSA - FAR (48 CFR) 53.212

This is a Firm Fixed-Price (FFP) and Time-and-Materials (T&M) Hybrid Task Order under Schedule AIM 541 - 5 Contract GS-23F-0168L. The contract shall provide the Branding Strategy for USA.gov in accordance with the Statement of Objectives for the Office of Citizen Services and Innovation Technologies' Federal Citizen Information Center. All terms and conditions of contract GS-23F-0168L apply to this Task Order. This Task Order has a base year with four 1-year options. The Period of Performance for the base year is 9/29/2014 through 9/28/2015. The Vendor's technical/price quote dated August 28, 2014, is hereby incorporated by reference.

CLIN 1.001 (FFP) USA.gov Brand Strategy Research, Development and Deployment
Optional CLIN 1.002 (T&M) Advertising Development
Optional CLIN 1.003 (T&M) Promotional Campaign
Optional CLIN 1.004 (T&M) Overall Brand Assessment & Evaluation

Base Period, POP 9/29/14 through 9/28/15	\$908,708.00 (including Optional CLINs)
CLIN1.001 (FFP) USA.gov Brand Strategy Research, Development, and Deployment	(b) (4)
Optional CLIN 1.002 (T&M) Advertising Development -NTE	
Optional CLIN 1.003 (T&M) Promotional Campaign - NTE	
Optional CLIN 1.004 (T&M) Overall Brand Assessment & Evaluation - NTE	
Other Direct Costs	
Travel	
Total	\$908,708.00

Option Year 1, POP 9/29/15 through 9/28/16	(b) (4)
CLIN 2.001 (FFP) USA.gov Brand Strategy Research, Development, and Deployment	(b) (4)
Optional CLIN 2.002 (T&M) Advertising Development -NTE	
Optional CLIN 2.003 (T&M) Promotional Campaign - NTE	
Optional CLIN 2.004 (T&M) Overall Brand Assessment & Evaluation - NTE	
Other Direct Costs	
Travel	
Total	

Option Year 2, POP 9/29/16 through 9/28/17	(b) (4)
CLIN 3001 (FFP) USA.gov Brand Strategy Research, Development, and Deployment	(b) (4)
Optional CLIN 3.002 (T&M) Advertising Development -NTE	
Optional CLIN 3.003 (T&M) Promotional Campaign - NTE	
Optional CLIN 3.004 (T&M) Overall Brand Assessment & Evaluation - NTE	
Other Direct Costs	
Travel	
Total	

Option Year 3, POP 9/29/17 through 9/28/18	(b) (4)
CLIN 4.001 (FFP) USA.gov Brand Strategy Research, Development, and Deployment	
Optional CLIN 4.002 (T&M) Advertising Development -NTE	
Optional CLIN 4.003 (T&M) Promotional Campaign - NTE	
Optional CLIN 4.004 (T&M) Overall Brand Assessment & Evaluation - NTE	
Other Direct Costs	
Travel	
Total	

Option Year 4, POP 9/29/18 through 9/28/19	(b) (4)
CLIN 5.001 (FFP) USA.gov Brand Strategy Research, Development, and Deployment	
Optional CLIN 5.002 (T&M) Advertising Development -NTE	
Optional CLIN 5.003 (T&M) Promotional Campaign - NTE	
Optional CLIN 5.004 (T&M) Overall Brand Assessment & Evaluation - NTE	
Other Direct Costs	
Travel	
Total	

Except as provided herein, all terms and conditions of this contract remains unchanged and in full force and effect.

ORDER FOR SUPPLIES OR SERVICES				NOTE: MARK ALL PACKAGES WITH ORDER NUMBER/CONTRACT NUMBER		PAGE 1 OF 2 PAGES	
1. DATE OF ORDER 09/25/2014		2. ORDER NUMBER		3. CONTRACT NUMBER GS-H-00-14-AA-0480		4. PDN NUMBER GP0904974	
FOR GOVERNMENT USE ONLY	5. ACCOUNTING AND APPROPRIATION DATA						
	FUND	ACTY CODE	W/ITEM	ORG CODE	SOC	CC-B	
	PRGM CODE	PROJ./PROS. NO	PRT./CRFT	O/C CODE	CC-A		
	6. ACCOUNTING AND APPROPRIATION DATA (CONTINUED) REFERENCE MULTIPLE ACCOUNTING AND APPROPRIATION DATA IN BLK 20					8. TYPE OF ORDER REFERENCE YOUR	
7. TO: CONTRACTOR (Name, address and zip code) REINGOLD 433 EAST MONROE AVENUE ALEXANDRIA, VA 22301 2023330400				<input type="checkbox"/> A. PURCHASE Please furnish the following on the terms specified on both sides of the order and the attached sheets, if any, including delivery as indicated. <input type="checkbox"/> B. DELIVERY This delivery order is subject to instructions contained on side only of this form and is issued subject to the terms and conditions of the above numbered contract. <input type="checkbox"/> C. TASK ORDER This task order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above numbered contract. D. MODIFICATION NO. AUTHORITY FOR ISSUING			
9A. DUNS/EMPLOYER'S IDENTIFICATION NUMBER 185056942/XXXXX6000				9B. CHECK IF APPROP <input type="checkbox"/> WITHHOLD 28%		Except as provided herein, all terms and conditions of the original order, as heretofore modified, remain unchanged.	
10A. CLASSIFICATION <input checked="" type="checkbox"/> A. OTHER THAN SMALL BUSINESS <input type="checkbox"/> E. SMALL HUBzone <input type="checkbox"/> B. SMALL BUSINESS <input type="checkbox"/> F. SMALL VETERAN OWNED <input checked="" type="checkbox"/> C. SMALL DISADVANTAGED <input type="checkbox"/> G. SMALL SERVICE DISABLED VETERAN OWNED <input type="checkbox"/> D. SMALL WOMEN-OWNED				10B. START DATE: 09/25/2014		10C. COMPLETION DATE:	
11. ISSUING OFFICE (Address, zip code, and telephone no.) Office of Citizen Services & Innovative Technologies Office of Business Management -XB 1800 F Street, NW, Washington, DC 20405 202-501-4949				12. REMITTANCE ADDRESS (MANDATORY) REINGOLD 433 EAST MONROE AVENUE ALEXANDRIA, VA 22301 Electronic Funds Transfer		13. SHIP TO: (Consignee address, zip code and telephone no.) Office of Citizen Services & Innovative Technologies Office of Business Management -XB 1800 F Street, NW Washington, DC 20405	
14. PLACE OF INSPECTION AND ACCEPTANCE				15. REQUISITION OFFICE (Name, symbol and telephone no.)			
16. F.O.B. POINT charlene.blanco@gsa.gov		17. GOVERNMENT B/L NO		18. DELIVERY F.O.B POINT ON OR BEFORE		19. PAYMENT/DISCOUNT TERMS NET:	
20. SCHEDULE							
CONTRACT/ORDER INCORPORATES BY REFERENCE FAR 52.212-4 FAR 52.212-5 FAR 52.213-4						<input type="checkbox"/> ARE NOT <input type="checkbox"/> ARE NOT <input type="checkbox"/> ATTACHED <input type="checkbox"/> ATTACHED	
CONTRACT/ORDER INCORPORATES BY REFERENCE GSAR							
ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)		
1	Funds for branding and marketing strategy development and planning, to position and promote USA.gov platform, including websites, social media channels, toll-free phone number and print and online publications. 2014. 2014. . 105X. CAC1. 00. S00I0114. CA244. H08. Charged for (b) (4)			(b) (4)			
21. RECEIVING OFFICE (Name, symbol and telephone no.) Charlene Blanco 202-501-4949				TOTAL FROM ---> 300-A(s)		(b) (4)	
22. SHIPPING POINT				23. GROSS SHIP WT.		GRAND TOTAL ---> \$ 908,708.00	
24. MAIL INVOICE TO: (Include zip code) Financial Operations & Disbursement Branch PO BOX 419279 1500 E Bannister Road Room-1011, Kansas City, MO 64141 1-800-676-3690				25A. FOR INQUIRIES REGARDING PAYMENT CONTACT: Customer Service Help Desk		25B. TELEPHONE NO. 1-800-676-3690	
				25C. PROGRAM MANAGER/COTR charlene.blanco@gsa.gov		25D. TELEPHONE NO. 202-501-4949	
26A. SIGNATURE OF OFFEROR/CONTRACTOR				26B. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING/ORDERING OFFICER) VIVIAN FIELDS <small>Digitally signed by Vivian Fields DN: cn = VIVIAN FIELDS, o = U.S. Government, ou = General Services Administration</small>			
27A. NAME AND TITLE OF SIGNER (Type)		DATE SIGNED		27B. NAME OF CONTRACTING/ORDERING OFFICER (Type) Vivian Fields		DATE SIGNED 09/25/2014	

ORDER FOR SUPPLIES SERVICES
(Continuation)

THIS NUMBER MUST APPEAR ON ALL PACKAGES
AND PAPERS RELATING TO THIS ORDER

I
V

PAGE 2
OF
PAGES 2

DATE
09/25/2014

PDN NUMBER
GP0904974

ITEM NO. (A)	SUPPLIES OR SERVICES (B)	QUANTITY ORDERED (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
2	<p>Funding to award the USA.gov Brand Strategy Task Order for CLIN 1.001 (FFP), CLIN 1.002 (T&M), CLIN 1.003 (T&M), CLIN 1.004 (T&M) and to add funding for Other Direct Cost and Travel for PSCO.</p> <p>2014. 2014. . 105X. CA42. 00. S00I0114. CA244. H04.</p> <p>Charged for (b) (4)</p>			0.00	(b) (4)



**Office of Citizen Services and Innovative Technologies (OCSIT)
Branding Strategy USA.Gov**

RFQ No.: GS-H1E-Q-14-0272

Technical Volume

Aug. 28, 2014

Reingold, Inc.
433 E. Monroe Ave.
Alexandria, VA 22301
www.reingold.com

Reingold POC: Kevin Miller, Partner
kmiller@reingold.com
Mobile: 202.427.5095
Telephone: 202.333.0400 x111

DUNS Number: 18-505-6942

CAGE Code: 1DWB2

(b) (4)

Business Size: Small Business

THIS RESPONSE INCLUDES DATA THAT SHALL NOT BE DISCLOSED OUTSIDE THE GOVERNMENT AND SHALL NOT BE DUPLICATED, USED, OR DISCLOSED—IN WHOLE OR IN PART—FOR ANY PURPOSE OTHER THAN TO EVALUATE THIS RESPONSE. IF, HOWEVER, REINGOLD, INC., IS AWARDED A CONTRACT AS A RESULT OF OR IN CONNECTION WITH THE SUBMISSION OF THIS DATA, THE GOVERNMENT SHALL HAVE THE RIGHT TO DUPLICATE, USE, OR DISCLOSE THE DATA TO THE EXTENT PROVIDED IN THE RESULTING CONTRACT. THIS RESTRICTION DOES NOT LIMIT THE GOVERNMENT'S RIGHT TO USE INFORMATION CONTAINED IN THIS DATA IF IT IS FROM ANOTHER SOURCE WITHOUT RESTRICTION. THE DATA SUBJECT TO THIS RESTRICTION ARE CONTAINED IN SHEETS MARKED: "USE OR DISCLOSURE OF DATA CONTAINED ON THIS SHEET IS SUBJECT TO THE RESTRICTION ON THE TITLE PAGE OF THIS DOCUMENT."

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Criterion A: Technical Approach

Understanding

USA.gov is a powerful tool with an inspired history, born more than 14 years ago from an ethos of transparent information sharing and continuing today as a collaboratively run platform administered by the Federal Citizen Information Center (FCIC). The flagship USA.gov/GobiernoUSA.gov websites make it easy for people around the world to find information on just about any topic, for free. This not only provides a gateway to the United States, but also complements the outreach strategies of all federal agencies. USA.gov offers a single portal that opens up a world of information: Global travelers can start here. Couples buying their first home can start here. College aspirants can start here. Entrepreneurs, employers, and jobseekers can start here. Even people who want to adopt a horse can start here.

Yet for all its promise as a one-stop-shop for government services and information, USA.gov, GobiernoUSA.gov, and associated FCIC channels are operating in a vastly more sophisticated and cluttered communications environment than the one that existed 14 years ago. According to data tracked by Internet Live Stats, today there are more than 1 billion websites — compared to under 18 million in 2000 — and more than 2.8 billion Internet users. And as USA.gov works to distinguish itself in this vast landscape, many competitors aim to capture a slice of the information-seekers that USA.gov serves.

It is no longer enough to have a catchy name and a .gov address to stand out online. A strong brand identity and associated promotional effort are necessary for FCIC to break through the noise, sustain and grow the USA.gov customer base, and be first and foremost among online competitors.

FCIC needs to unify its channels, programs, and services under a cohesive brand that overcomes key challenges faced by most government agencies: the public perception that they are challenging bureaucracies that are difficult to navigate. The new brand must convey simplicity, ease of use, and value and build trust that attracts more people to use the USA.gov platform. Branding and communications must capitalize on how people search for information online and be implemented with technical considerations in mind to reduce barriers through website design improvements and enhancements.

To meet this challenge, FCIC needs a partner with the following capabilities:

(b) (4)



Contractor and Subcontractor Capabilities: Enter Team Reingold

Reingold is a small, full-service strategic communications firm with more than 29 years of experience in helping government, nonprofit, and private-sector clients advance new ideas and engage target audiences through branding, communications, and marketing. Our services include market research, audience segmentation, brand and message development, strategic communications planning and execution, and creative services, including graphic design, website development, and video production. Together with

our partners, Penn Schoen Berland (PSB) and Culture One World, we bring a unique combination of experience and capabilities to help USA.Gov build and launch a multichannel, bilingual brand strategy.

PSB is a U.S.-based global consultancy with more than 35 years of experience in research-based branding and communications strategy for public affairs, political, and corporate clients including former President Clinton, Microsoft, the U.S. Food and Drug Administration (FDA), the National Institutes of Health (NIH), the U.S. Department of Treasury, and the Census Bureau. PSB has more than 100 consultants based in Washington D.C., New York, Los Angeles, Seattle, Chicago, London, Dubai, Singapore, and Delhi, who are well versed in communications, public affairs, government, and business strategy.

PSB understands that a new research-based brand identity is more than a logo and tagline test. Central to a successful strategy is a credible story, one that connects with government “customers” across all channels and that delivers on the brand promise. The USA.gov platform’s mission/brand promise is to make it easy for people to find government information and services and complete transactions accessible to the public anytime, anywhere, via their channel of choice. Accordingly, PSB research will focus on defining target audiences and the typical interaction these audiences (e.g., veterans, seniors, taxpayers) want from the brand as well as ideal times, places, and channels through which USA.gov can reach the identified audience. As part of a brand-building process, PSB will employ proprietary research tools and techniques to help craft positioning statement, guidelines, and core messaging that define the brand. As part of the process, we identify opportunities across all channels to best promote and grow recognition.

Culture One World is a minority-owned, cross-cultural advertising and content development agency whose principals have over 20 years of experience working with government agencies, nongovernmental organizations, and corporations to build and execute their marketing communications strategy for U.S. multicultural markets. With a particular focus on the Hispanic audience, the Culture One World team knows how to create work that is linguistically and culturally relevant across all media platforms, especially in the constantly evolving digital and social world. This includes award-winning work for government agencies such as the U.S. Departments of Agriculture, Energy, Health and Human Services, Justice, and Transportation, as well as LIVESTRONG, AT&T, American Heart Association, Boy Scouts of America, NCLR, Kraft Foods, Epilepsy Foundation, and Catholic Charities of America.

Together Reingold and our subcontracting partners offer FCIC the following distinct qualifications:

(b) (4)



(b) (4)

- **Veterans Crisis Line.** We rebranded the VA Suicide Prevention Hotline as the Veterans Crisis Line, creating a memorable and appealing image while lowering the bar for veterans and their families to make the call for support. Within one year, our messaging and creative helped increase calls from veterans by nearly 30 percent; calls from their friends and families increased by more than 60 percent; and the number of Veterans Crisis Line online chats increased by more than 200 percent.
- **Health for Life.** Reingold led the VA Office of Patient-Centered Care and Cultural Transformation through the development and launch of a national patient-centered care identity called Health for Life, which engages both VA health care providers and veteran patients in transforming how they deliver and receive health care. We provided a branding guide to VA central office and field staff to underscore the importance of a unified brand and outline protocols for applying it.
- **When Seconds Count.** For the American Society of Anesthesiologists, Reingold and PSB used research gained from more than 2,600 interviews to create the When Seconds Count brand, which greatly enhanced the specialty's market positioning by focusing attention on the critical knowledge and capabilities that physician anesthesiologists bring to medical crises.
- **Allergists.** For the American College of Asthma, Allergy and Immunology, Reingold and PSB conducted comprehensive internal and external market research to develop the "Allergist" brand. Under the tagline "Find an Allergist. Find Relief," we helped define an allergist's specialized care and its advantages for allergy sufferers over other allergy treatments and health care providers.
- **DHHQ.** On behalf of the U.S. Department of Defense (DoD), Reingold helped to unify three disparate branches of the Military Health System (MHS) under a single brand during their collocation at the new Defense Health Headquarters (DHHQ). The new logo and identity system conveys the value of MHS employees to military service members and their families, providing "Care Beyond Compare" to patients at home and abroad.

Recognized creative and marketing excellence. Reingold and our staff members have won more than 130 industry awards for our creative campaigns in the past five years; we are most proud of our awards for campaign impact and efficacy — taking our audiences from awareness to action.

And the Winner Is ... Sample of Recent Reingold Awards

- | | | |
|----------------------------------|--------------------------------|---------------------------|
| ▪ American Marketing Association | ▪ Interactive Media Awards, | ▪ Mercury Awards |
| ▪ Apex Awards | Davey Awards | ▪ National Association of |
| ▪ AVA Awards | ▪ International Association of | Government Communicators |
| ▪ Communicator Awards | Business Communicators | ▪ Summit Awards |
| ▪ Healthcare Marketing Awards | ▪ MarCom Awards | ▪ Telly Awards |

Methods and Techniques

Task 3.1.1 USA.Gov Brand Strategy Research, Development, and Deployment

Research and Analysis of the Current Brand, Perceptions, and Audiences

In an overcrowded and cluttered communications landscape, Reingold recognizes the need to give FCIC's target audiences (external stakeholders, customers, and internal leaders) good reasons to care about what the website offers and make it their first choice for finding what they need. We use a thorough research

process to gather and synthesize background information, assess the communications landscape, define and segment target audiences, and analyze strengths, weaknesses, opportunities, and threats. Our research approach includes the following activities:

(b) (4)



(b) (4)



For the VA campaign to prevent veteran suicide, Reingold conducted exhaustive market research to segment audiences by age, era of military service, region, and other demographics that are associated with elevated suicide risk and influence how veterans respond to messaging about mental health and resilience. We met with leading experts in veterans' outreach and support, social marketing, and proven suicide prevention strategies to develop a foundation for our formative research. We then conducted literature searches, interviews of subject matter experts and stakeholders, and reviews of traditional and online media to gather insights and best practices on suicide prevention; further characterize target audiences; determine perceptions and concerns about suicide and mental health issues, as well as VA's work to address them; and begin to pinpoint the messaging and communications channels that are most effective for reaching various audience segments. By understanding the prevailing attitudes and assumptions of veterans and stakeholders about suicide and VA's response to the problem, we were better able to define effective messaging, creative, and communications channels to most effectively reach each audience.

(b) (4)



(b) (4)

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Sample Findings of SWOT Analyses for Branding and Marketing

(b) (4)

Development of the New USA.gov Brand Promise and Core Messaging to Support Brand

Branding is not a pretty logo or new typeface. Brands are like shorthand, creating awareness, demonstrating value, and evoking loyalty. A successful brand is based on a promise that is real, sustainable, and outstanding. The development of a new USA.gov brand, image, and position is key to the growth and long-term success of its platform and associated programs and channels.

Just like businesses and private organizations, government agencies need to create a unique, identifiable position in the minds of their core audiences. A brand must be simple, with well-defined attributes that audiences value. The overarching theme must clarify the value delivered to target audiences, and each submessage must directly speak to a specific target. Consistent, focused use of the brand will help develop its promise — the goodwill and trust that a well-known brand conveys to each audience.

A brand can deliver many layers of meaning. A brand first brings to mind a certain product attribute such as quality, performance, or reliability. But because customers buy benefits, not attributes, these qualities

must be translated into functional and emotional rewards. For example, the attribute of “well-built” for a car translates to the emotional benefit of feeling safe on the highway. A brand also says something about the buyers’ values; that’s why many companies strive to associate their brands with environmental preservation, community development, and other altruistic causes. Finally, a brand projects a personality, attracting people whose actual or desired self-images match the brand’s image.

USA.gov presents an intriguing branding challenge in that it must convey the breadth of the platform without cluttering the brand’s design and messaging. It must communicate attributes that help make it the trusted gateway for the American public to access the information and services of all federal agencies. And because these agencies are often viewed in the negative light of an enormous bureaucracy that is difficult to navigate, the brand must counter this perception by signifying USA.gov’s simplicity and ease of use. To overcome this challenge, Reingold will implement the following steps.

(b) (4)



For the U.S. Department of Health and Human Services (HHS) **National Health Service Corps (NHSC)**, a program dedicated to recruiting primary care professionals to work in underserved communities, Reingold enhanced its brand as “America’s Health Care Heroes,” positioning the service as a domestic medical Peace Corps. The branding stemmed from our research, which showed applicants responded much more strongly to the call to public service than to the benefit of tuition assistance, and also tied in with the groundswell of patriotism following the 9-11 attacks. Reingold’s branding and marketing campaign tripled the NHSC’s recruitment — under the same budget.

(b) (4)



(b) (4)

By combining innovative branding research techniques with communications expertise, we ensure that our clients' identity, image, and promise occupy a distinct and valued place for the target customer.

(b) (4)



(b) (4)



Deployment and Measurement of the New Brand

Based on the strategic implementation plan, Reingold will deploy the new brand by implementing the following activities.

(b) (4)



(b) (4)

American College of Allergy, Asthma and Immunology Toolkit of Materials



(b) (4)

(b) (4)



For the **U.S. Census Bureau**, Reingold developed message training sessions for leaders and champions to provide guidance and tactics for delivering messaging using available communications channels. Sessions also covered ways to integrate information dissemination into employees' everyday interactions with customers, colleagues, and others. Using real-world situations, trainings provided learners with instructional material, practice sessions/simulations, case study discussion, and individualized coaching.

(b) (4)



For VA's **Make the Connection** campaign, Reingold developed a YouTube channel that had more than 2 million views within seven months. And the Make the Connection Facebook page we created and managed became the fastest-growing community in the military and government space, with more than 5.9 billion impressions, 2.3 million "likes," 9.9 million post "likes," and 935,000 content shares.

(b) (4)



Tasks 3.1.2 USA.gov Brand Maintenance and Refinement

If granted the opportunity to continue this engagement in the option years, Reingold will follow up on the development and implementation of the USA.gov brand by engaging in work to make sure it is nurtured and maintained after the first year of brand creation and launch. (b) (4)

(b) (4)

Working with our subcontractor PSB, (b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4) we will create new products and information to support the brand and USA.gov's communications products.

Tasks 3.2 Optional Marketing Tasks

Tasks 3.2.1 Advertising Development

Reingold has in-depth experience developing and executing comprehensive, multimedia paid media and public service advertising (PSA) campaigns that have achieved real results for government agencies. We provide advertising planning, placement, purchase, and tracking efforts encompassing television, radio, print, online, mobile, and social channels. Our creative concepts, storyboarding, direction, and videography have resulted in numerous professional awards and high numbers of PSA placements.

Recommend forms of advertising. Reingold will work with USA.gov (b) (4)

(b) (4)

- **Earned media strategy.** For numerous campaigns for the U.S. Department of Veterans Affairs (VA), our earned media strategies have generated tens of millions of dollars' worth of free placements of ads that educate the public about government benefits and services. (b) (4)

(b) (4)

- **Paid media strategy.** We have worked with government agencies to place more than \$50 million worth of advertising on topics ranging from benefits for veterans to suicide prevention. We will work with FCIC (b) (4)

(b) (4)

(b) (4)

where they can have the greatest impact.

- **Online media strategy.** Reingold rounds out earned and paid media strategies with (b) (4)

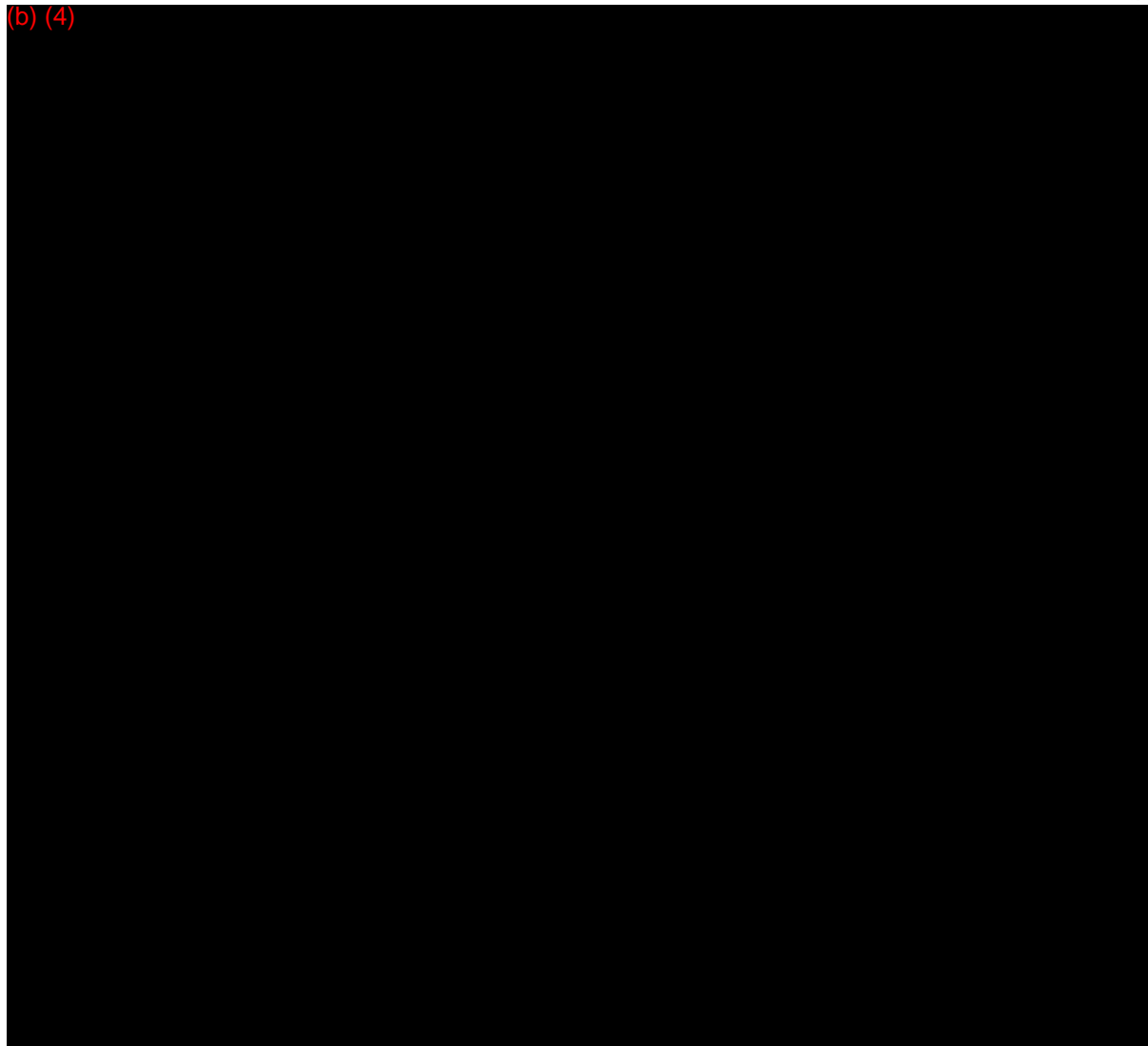
(b) (4)

For VA's **Homeless Veterans Outreach Initiative**, Reingold developed three high-definition PSAs, in 60-, 30-, and 15-second versions and in both English and Spanish, to connect veterans with VA services and encourage them to call VA's National Call Center for Homeless Veterans at 877-4AID-VET. "Success Stories" was released as a paid media commercial in summer 2012 and a PSA the following fall. It features the stories of three fictional veterans — composites of actual veterans — who reached out for help from VA. "Memory Lane," released in fall 2013, features Mickiela, a veteran who faced homelessness after returning from Iraq, and highlights how she worked with VA to gain permanent housing. "Call and Response," released in summer 2014, demonstrates how anyone who comes in contact with veterans who are homeless has the power to connect them with VA support. The successful placement of these PSAs and estimated impressions are summarized in the table below.

Homeless Veterans Outreach PSA	Reporting Dates	TV PSA Equivalent Paid Media Value	Estimated TV Impressions	Radio PSA Equivalent Paid Media Value	Estimated Radio Impressions
"Success Stories" – English	11/2012 – 12/2013	(b) (4)			
"Success Stories" – Spanish	11/2012 – 12/2013				
"Memory Lane" – English	9/2013 – 4/2014				
"Memory Lane" – Spanish	9/2013 – 4/2014				

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Veterans Crisis Line Out-of-Home Ad



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Homeless Veterans Outreach Campaign, PSA Packaging

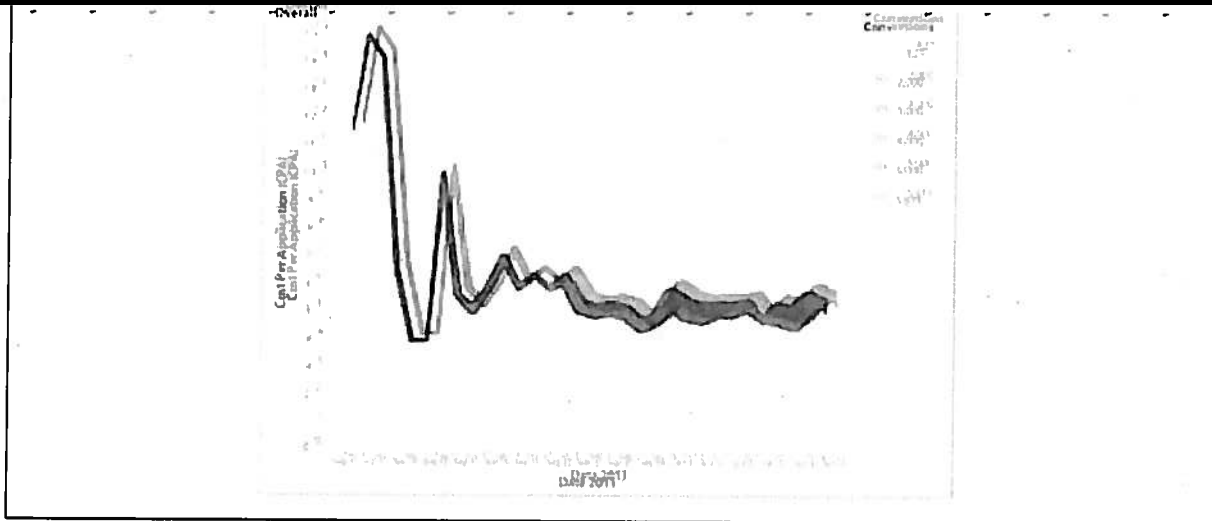


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Monitor and measure ad usage by media outlets and audience response rates. Reingold is vigilant in monitoring paid media, so adjustments to content or strategy can be made quickly for optimal performance. We will evaluate advertising performance against established key performance indicators and make any necessary revisions. Television ads and PSAs will be monitored through sigma coding technology that can generate reports on paid media placements as well as which broadcast stations used the PSAs and when they were used. Radio PSAs will be tracked using bounce-back cards from station

directors notifying us of the dates, times, and frequency of each PSA airing. These combined tracking reports are crucial to adjusting and ultimately determining the success of the distribution plan.

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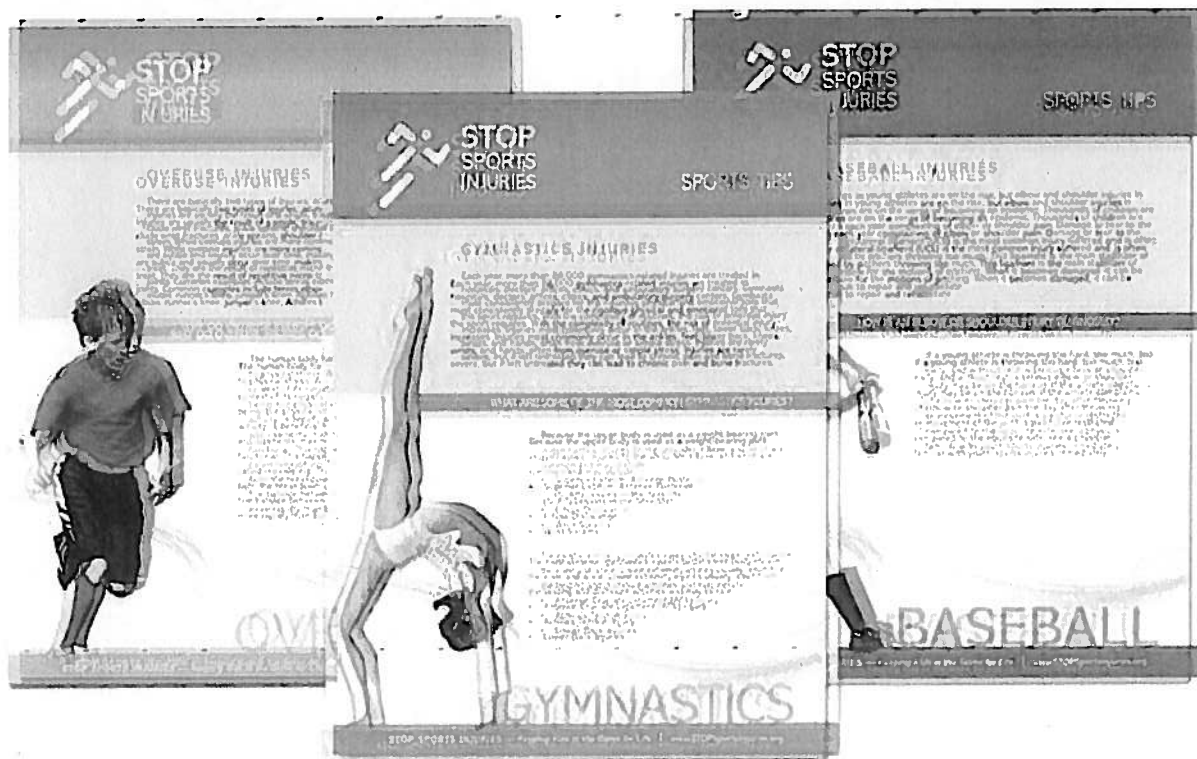
Task 3.2.2 Promotional Campaign

As needed, Reingold will work with FCIC to develop promotional campaigns that showcase specific USA.gov content or channels. Our approach to each campaign will include the following phases:

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STOP Sports Injuries Campaign Fliers



(b) (4)

(b) (4)

For VA's annual commemoration of Suicide Prevention Month, Reingold works with the suicide prevention office to create customizable tools for VA's local Suicide Prevention Coordinators (SPCs) to download for use nationwide. For the September 2013 observance, our digital tools included:

- **Suicide Prevention Month page.** All of VA's Suicide Prevention Month tools and resources were found on one dedicated landing page at VeteransCrisisLine.net/SPM.
- **Public toolkit.** Posters, fliers, social media and other written content, Web banners, and TV and radio PSAs were available for the public to download and share at VeteransCrisisLine.net/SPMToolkit.
- **Photo campaign.** VA encouraged veterans and their loved ones to share what matters to them through a photo-sharing campaign in which they could upload pictures to an online gallery.
- **PSA.** The "Talking About It Matters" was available online in English and Spanish for both TV and radio, in a variety of lengths and formats.
- **SPC portal.** The SPC portal contained materials available only to SPCs. They were able to log in with a special user name to download posters, fliers, Web ads, and other materials.

Schedule and Other Issues

Reingold will meet the delivery schedule outlined in the performance work statement (PWS). Specifically, we will schedule and hold a strategic planning meeting with the USA.gov program team within seven business days of contract award. Within five business days after this meeting, our team will finalize and submit the project management plan (PMP) for government approval. In addition, we will provide biweekly status updates and monthly financial reports. Status reports will highlight progress against plan, list outstanding items for both contractor and government, and identify issues or action items. (b) (4)

(b) (4)

In addition to this schedule of deliverables outlined in the PWS, Reingold will work diligently to produce the research reports, branding and promotional products, and campaigns required in the statement of work. We have managed similar scopes of work more than three dozen times in federal agency environments and have no concerns that we will be able to produce high quality in an expedited timeline.

The only area of significant concern for Reingold would (b) (4)

(b) (4)

Approach to Measuring Impact

Reingold will measure the impact of our team's branding and marketing activities by defining, tracking, and analyzing metrics that indicate not only (b) (4)

(b) (4) As noted under Tasks 3.1.1 and 3.1.2, we will gauge the recognition of the new brand using PSB's suite of brand positioning and messaging research tools, and we also

(b) (4)

In addition, Reingold will use (b) (4)

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(b) (4). We will delve into all of these data, providing campaign effectiveness reports that encompass paid media results and analyses, social media metrics and website analytics data and evaluation, and (b) (4)

Criterion B: Management Approach

1. Program Management

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(b) (4)



2. Staffing/Resources

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CSA CORR

(b) (4)



(b) (4)



Personnel, Position, Tasks, Degree/Certification	Qualifications and Related Experience
(b) (4)	

Personnel, Position, Tasks, Degree/Certification	Qualifications and Related Experience
(b) (4)	

Personnel, Position, Tasks, Degree/Certification	Qualifications and Related Experience
(b) (4)	

3. Quality Control

(b) (4)

(b) (4)

Criterion C: Organizational Experience

Reingold is a full-service communications firm of more than 130 social marketing, graphic design, Web development, social media, and video production experts. Since 1985, we have helped government, nonprofit, and private-sector clients advance new ideas, establish awareness, engage targeted audiences, and shape public opinion. We specialize in creating comprehensive, research-based public awareness and outreach campaigns to both English and Spanish-speaking audiences focused on promoting government services, initiatives, and Websites. As the following table demonstrates, in the past three years we have managed more than a dozen large-scale branding, messaging, and outreach campaigns on behalf of the federal government, with a Google certified analytics team continuously optimizing campaign impact. We pride ourselves on our ability to achieve impact beyond audience impressions and website visits to actual measurable engagement and behavior change.

Relevant Experience Reingold Projects* *Projects highlighted in blue are used as Reingold references	Branding	Formative Campaign Research	Communications Strategy	Brand Training	Website Promotion	Materials Development	Hispanic Marketing	Advertising	Project Management
U.S. Department of Veterans Affairs (VA); <i>Homeless Veterans Outreach - Campaign</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓
U.S. Census Bureau; <i>American Community Survey Awareness Campaign</i>	✓	✓	✓	✓		✓	✓	✓	✓
VA Office of Public and Intergovernmental Affairs, <i>Public Education Explore VA</i>	✓	✓	✓		✓	✓		✓	✓
VA <i>Veterans Crisis Line</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓
VA <i>Make the Connection</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓
U.S. Department of Health and Human Services (HHS), Administration on Aging, <i>Senior Medicare Patrol</i>	✓	✓	✓	✓		✓	✓		✓
HHS Administration on Aging, <i>Older Americans Month</i>	✓	✓	✓	✓		✓	✓		✓
VA Office of Patient Centered Care and Cultural Transformation	✓	✓	✓	✓	✓	✓			✓
VA <i>Health Informatics Initiative (hi²)</i>	✓	✓	✓	✓	✓	✓			✓
U.S. Department of Defense, Military Health System, <i>Rebranding</i>	✓	✓	✓	✓		✓			✓
HHS National Health Service Corps, <i>Ambassador Program Support</i>	✓	✓	✓	✓	✓	✓	✓	✓	✓
American College of Asthma, Allergy and Immunology, <i>Patient Awareness</i>	✓	✓	✓	✓	✓	✓		✓	✓

Reingold's organizational experience is further detailed in the attached sections titled Reingold References and Reingold Past Performance.

Reingold References

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VA selected Reingold to implement a national campaign to end veteran homelessness by the end of 2015. The campaign alerted homeless and at-risk veterans and their families, friends, and supporters to the comprehensive services and benefits that veterans have earned — and increased their access to health care, housing, employment, education, and other resources. The campaign was built on a two-pronged approach that integrated a national outreach awareness campaign to blanket the country with targeted local outreach to 19 media markets with the largest homeless veteran populations. Goals included:

- Making sure that homeless and at-risk veterans, their families and supporters, and intermediaries knew about the availability of resources from VA and its partners
- Increasing the number of calls to the National Call Center for Homeless Veterans
- Developing a cadre of national, regional, state, and local partners who could leverage VA's work to end and prevent homelessness among veterans

Branding. Reingold enhanced the branding of the Homeless Veterans Outreach Initiative, using a new logo that includes the number for the National Call Center for Homeless Veterans but retains the original logo's look and feel. Reingold then developed a new, branded suite of materials and launched a redesigned VA homeless website (www.va.gov/homeless) with a fresh, branded, user-friendly design. Reingold's search engine optimization (SEO) helped the site appear at the top of search results for keywords most commonly searched by people seeking veteran homelessness information.

Paid advertising. Reingold integrated national paid media and public service advertisements on radio and television, out-of-home ads on billboards and transit, and digital advertising and keyword purchasing to deliver consistent messaging, information, and links to the rebranded VA Homeless website.

Public service advertising and video production. Reingold developed three high-definition PSAs, in 60-, 30-, and 15-second versions and in both English and Spanish, to connect Veterans with VA services and encourage them to call VA's National Call Center for Homeless Veterans at 877-4AID-VET.

Digital advertising. Reingold identified the most relevant placements for target audiences and then used contextual keyword targeting to identify relevant placements based on subject matter. We evaluated our placements using click-through rates and assessing the quality of traffic coming to the website based on factors such as visitor engagement with the site and use of the hotline.

Results

This campaign changed veterans' lives and contributed to an overall 24 percent reduction in homelessness among veterans from 2009 to 2013. We achieved the following results:

- In two years of the firm's support, calls to the VA hotline increased by 208 percent — and calls resulting in referrals to VA programs jumped 261 percent, from 21,763 in 2011 to 78,623 in 2013.
- The "Success Stories" PSA we developed and pitched ranked in the top 2 percent of all PSAs tracked by Nielsen (32 of 1,404) for February 2012.
- Firm-facilitated billboard ad distribution in 59 cities in 30 states generated an estimated paid value of more than \$11 million for a production cost of just \$250,000.

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Reingold is supporting VA's first comprehensive outreach campaign to promote all VA services and benefits to veterans and their families. The multifaceted national outreach campaign is educating veterans — and their dependents and survivors — about VA benefits and services they may be eligible for and encouraging them to start the application process. Reingold also is developing and implementing a national, research-based media buy plan for both traditional and digital advertising and outreach. The contract includes the following relevant tasks.

Branding. Reingold's review of market research, veteran survey results, and similar outreach campaigns informed the development of the new "Explore VA" brand, messaging, collateral, and outreach strategies.

Website development and support. Reingold created a micro website within the VA.gov system that clearly and succinctly walks users through the nine major benefit categories and encourages them to apply. The new website has seen dramatic improvements in website engagement and conversions.

Social media. Reingold developed an integrated social media strategy to engage online communities that act as extensions of the other outreach strategies included in the Web-based outreach plan.

Media planning and buying. Reingold is executing a two-phased media buy targeting 32 markets with a mix of television, radio, and online advertising. Reingold deployed the regional campaign in markets with large populations of veterans and low per capita Veterans Health Administration enrollment.

Toolkit development. Reingold created a robust online toolkit with campaign materials that describe VA benefits for which veterans and their dependents and survivors may be eligible. The toolkit also clarifies the benefits application process.

Evaluation. Reingold developed a data capture system to measure the Web outreach campaign and online advertising performance. The system aggregates data into daily, weekly, and monthly reports to inform any changes in campaign and media buy execution and enable optimization. Our system tracks which outreach methods are most efficiently directing traffic to the application function and adjusts the total advertising dollars spent to maximize applicants.

Results

From the VA Explore website's launch in September 2013 through July 2014, more than 2 million people visited the VA explore portal, resulting in more than 620,000 Veterans and family members starting online applications for VA benefits and services. In the same period, we also added 700,000 Veterans and family members to the database of people communicating with VA about benefits.

In addition to conducting the decennial census, the U.S. Department of Commerce's Census Bureau hosts more than 130 surveys each year, collecting valuable data on the nation's people, places, and economy. The Census Bureau engaged Reingold to assist with raising awareness of Census data to promote use of its data as well as to encourage participation in surveys by the public. Reingold partnered with Penn Schoen Berland and Decision Partners to design and implement research and outreach plans in support of the three key Census Bureau offices, including the American Community Survey Office.

Research and analysis of current brand. The American Community Survey (ACS) is an ongoing survey of 3.5 million American households each year that provides a comprehensive picture of the American people, and the places and the economy in which they live. Despite the many practical uses of data collected through the ACS, the American Community Survey Office (ACSO) and the Census Bureau as a whole face several challenges in executing it. Our research showed there is a general lack of awareness of the survey, its use, and its value to the country as a whole and to data users — and specifically potential data users; some respondents and other members of the public perceive the ACS as intrusive and/or an undue burden; the negative public perception of government in general in the current climate discourages survey response; and there is little incentive or motivation for members of some psychographic and demographic groups to self-respond.

In August 2013, after a thorough landscape analysis and research review, Team Reingold presented a plan for improving ACS messaging; creating and disseminating materials; conducting outreach to partners and other stakeholders; assessing the mail package for the survey with a goal of saving on costs by increasing self-response rates; and advertising. Based on this plan, ACSO engaged Team Reingold in October 2013 to perform messaging research surrounding ACS and design and test alternative mailing packages for eventual field testing. Key aspects of our research have been the relationship of ACS to the Census Bureau and whether to promote ACS as a unique brand or instead emphasize the Census brand.

Message development and testing. To drill into key messages to encourage use of the ACS data, increase early self-response rates among survey recipients, and deflect criticism of the survey as burdensome or intrusive, Reingold performed 25 in-depth "mental modeling" interviews with ACS data collectors and data disseminators to identify the key strengths and pain points they observe in the public's perception of the survey. Next, we tested various messaging related to privacy safeguards; the relationship of ACS to the Census Bureau; the importance of data to government, business, and charitable interests; and the ease of completion with 1,000 telephone participants. We also conducted seven "jury-style" focus groups and more than 100 interviews with key stakeholders in the business, academia, government, and nonprofit sectors to solicit their input on branding and promotion.

Brand development. Building on our findings, we refined our messages and retested them with 1,000 individuals who were representative of the American population over age 18. The learnings from these qualitative and quantitative exercises in message testing influenced our creation of five alternative designs for the mailing package series sent to survey recipients. Of these five thematic designs, we selected three distinct packages to take into additional testing. We conducted six traditional style focus groups and 34 extensive one-on-one interviews with stakeholders from traditionally hard-to-reach populations such as people from lower-income households, minorities, and those who speak English as a second language. We then revised the tested designs based on our learnings, and are now performing online visual testing with 2,000 individuals. With our learnings from this final round of testing, we will create a new ACS mailing package that will be field tested during regularly scheduled ACS collection efforts.

Reingold Past Performance

U.S. Department of Veterans Affairs (VA) – Veterans Crisis Line Campaign. VA contracted with Reingold to develop and execute an evidence-based, integrated, national veterans' suicide prevention campaign to raise awareness of VA's suicide prevention services and resources for veterans in crisis. We began by convening leading experts in veterans' outreach and support, social marketing, and proven suicide prevention strategies to develop a foundation for our formative research, and then developed a strategic plan to increase awareness and use of VA's suicide prevention hotline and online chat support service; build awareness, trust, and support for VA's suicide prevention efforts; and promote help-seeking behaviors among Veterans and their families and key influencers.

Our strategy recommended that VA rebrand its National Veterans Suicide Prevention Hotline as the Veterans Crisis Line — lowering the threshold for seeking support — and make contacting the hotline's trained responders the campaign's fundamental call to action. Our collateral materials were built on a new tagline: It's Your Call. For the next two years, Reingold enhanced the Veterans Crisis Line website through improved navigation, search engine optimization (SEO), and links with more than 2,200 external websites; produced award-winning PSAs targeted to distinct and multicultural audiences; created informative and useful materials for distribution to veterans and their family members, friends, and intermediaries who work with veterans every day; executed pilot outreach strategies in cooperation with community-based individuals and organizations in targeted markets; and implemented a paid media campaign for billboards, local newspapers, public transit, radio, TV, and geo-targeted online space.

Within one year, Reingold's integrated campaign increased organic traffic to the website by 295 percent, and the first six campaign PSAs ranked in the top 5 percent for number of airings, collectively achieving more than 1.5 billion impressions. Since 2010, calls from veterans to the Veterans Crisis Line increased by more than 300 percent, while calls from their friends and families increased by more than 250 percent and the number of Veterans Crisis Line online chats increased by more than 400 percent.

VA – Make the Connection Campaign. VA called on Reingold to create a research-based strategic, integrated communications campaign to help veterans and their families and friends overcome the stigma they associate with seeking mental health conditions and treatment, and to increase the number of veterans who obtain support. Working with an expert panel that included three of the nation's leading authorities on overcoming stigma and following extensive formative research, Reingold developed a strategic communications plan built on testimonials about veterans' personal experiences with mental health conditions, treatment seeking, and recovery.

Reingold developed a campaign brand that urges veterans to "Make the Connection" — with feelings they are experiencing and conditions that are treatable; with fellow veterans and family members who have experienced the same situations and symptoms; and with resources that can provide the care and support they need. Because many members of the campaign's target audiences are not necessarily seeking information on mental health, we developed a website — MakeTheConnection.net — that provides an appealing, interactive, informative, and private way to explore resilience and mental health and, ultimately, normalize and encourage help-seeking through veterans' video testimonials. And we created a branded Facebook page featuring news, updates, and veterans who appear on the campaign website.

Reingold also produced an advertising campaign, complementing traditional media placements with significant online keyword search advertising that allows us to own certain terms, such as "Veterans and PTSD," and score high rankings for search results for other veteran and mental-health related keywords on search engines such as Google, Yahoo!, and Bing — which helps drive target audiences to the Make the Connection website. In addition, we have pushed banner advertisements out to sites that cater to veterans, service members, and their family members. Our tailored messaging and creative helped make

the Make the Connection Facebook page the fastest-growing community in the military and government space, with more than 6 million views, 2.4 million “likes,” 9.9 million post “likes,” and 935,000 content shares. From November 2011 through June 2014, the website had more than 4.9 million visits, and 8.3 million video views of veteran testimonials on YouTube.

American College of Allergy, Asthma and Immunology, Patient Awareness Campaign. The American College of Allergy, Asthma and Immunology (ACAAI) engaged Reingold to develop a national public education and branding campaign to raise awareness of allergies and asthma, highlight the benefits of seeing an allergist for diagnosis and treatment, motivate allergy and asthma sufferers to take action, and differentiate allergists from other clinicians. With our partner PSB, Reingold conducted extensive market research, which included focus groups, patient interviews, and an online survey to provide a foundation for the campaign.

Based on our research, we created a new ACAAI brand and identity system, including a logo and tagline — *Find an allergist. Find relief.* — to capture the benefits of an allergist’s care in a succinct call to action. Reingold then created a patient-facing website featuring success stories of patients who have found relief through treatment by an allergist. The site has interactive tools such as the Allergy & Asthma Relief Self-Test, Find an Allergist locator, and a journal feature for users to track their allergy or asthma-related symptoms. We also incorporated video podcasts of patient testimonials, a profile of the latest e-newsletter, and seasonal podcasts highlighting symptom alleviation tips from ACAAI leaders into the site. We supported the website with an initial advertising campaign followed by SEO enhancements. Within four years of launching our branding, website, and SEO initiative, there was a 1,760 percent increase in visitors directed to the website from search engines and a 643 percent jump in the number of visitors who found and used the website’s Find an Allergist tool without being prompted by paid advertising.

American Orthopaedic Society for Sports Medicine, Youth Sports Safety Initiative. The American Orthopaedic Society for Sports Medicine (AOSSM) called on Reingold to strengthen the organization’s public image and expand its leadership role in preventing youth sports injuries. Reingold began by conducting a survey of target audiences, including parents, coaches, health care providers, and youth athletes, to identify their perceptions about youth sports safety. A research review gauged how effectively similar organizations communicate with their audiences. This research informed our messaging and communications channels, and helped develop our marketing and communication strategies and tactics.

Reingold then launched a new, branded initiative called the STOP — for Sports Trauma and Overuse Prevention — to raise awareness of sports injuries and mobilize target audiences to use AOSSM’s prevention information and resources. We created a branded STOP campaign toolkits full of brochures, tip sheets, fact sheets on the full range of sports injuries, and guides for parents to use in talking to their children about potential injuries. Reingold also developed four PSAs to “keep kids in the game for life, safe on the playing field, and out of the operating room.”

Reingold also launched an SEO campaign to drive traffic to the website and keep it near the top of search engine results for selected keywords and encouraging operators of related websites to link to the STOP campaign site. Reingold analyzed user behavior to determine what attracts and holds their attention on the site, using that insight to enhance their online experience and drive traffic to key site content. In just one year, the site achieved top rankings in Google for the most highly searched phrases related to youth and sports injuries and a 225 percent year-over-year increase in search engine-driven traffic

American Society of Anesthesiologists. Reingold worked with the American Society of Anesthesiologists to develop and launch the *When Seconds Count* educational campaign in September 2013. Reingold aimed to showcase the society’s commitment to the highest quality and safest care and raise awareness of the specialty. We established the *When Seconds Count* brand and visual identity,

created collateral materials and a campaign microsite, formulated a strategic communications and outreach plan, and launched a digital and traditional advertising campaign.

Working with our partner PSB, we conducted research on the perceptions of key audiences and stakeholders, including interviews of 2,663 key state and federal policymakers, influencers, hospital administrators, surgeons, health care policy elites, pregnant women, those expecting major surgery, and chronic pain sufferers. We tested messages among key audiences, and then refined and improved the messages for additional testing of their favorability and credibility. Based on the results, we developed a message platform that articulates the critical role of physician anesthesiologists in saving lives during an emergency. Finally, Reingold recommended that the society conduct direct outreach through direct mail, digital advertising, earned media coverage in specialty publications, social media, and telephone outreach.

U.S. Department of Health and Human Services, Administration on Aging, Senior Medicare Patrol.

The U.S. Administration on Aging (AoA) established Senior Medicare Patrol (SMP) projects to recruit senior volunteers and professionals to inform older Americans and other Medicare beneficiaries about detecting and reporting erroneous, fraudulent, or wasteful Medicare and Medicaid spending. To support this initiative, Reingold developed collateral, video products, and PSAs that help patients track their own medical records and educate seniors on fraud prevention and protection, and raise awareness about health care fraud, and promoting the SMP program overall.

Throughout the campaign, Reingold worked closely with AoA to craft messages that illustrate the fundamental actions senior citizens should take in response to Medicare fraud: Protect, Detect, Report. Reingold produced a series of core materials for distribution nationwide, including a personal health care journal, brochure, radio and video PSAs, and two videos — featuring actual SMP volunteers — to highlight common scams and demonstrate specific ways that seniors can stop fraudulent acts. Reingold also provided the SMPs with supplemental tools such as posters, fliers, and fact sheets for their use in securing PSA placements and conducting outreach events. Core materials were developed in English and translated for use with six target populations — Simple Chinese, Russian, Vietnamese, Spanish for Latin America, Korean, and Native American — to help AoA reach and educate hard-to-reach populations.

Based on Reingold's recommendations, this effort expanded into a full PSA rollout including dissemination to TV and radio stations nationwide, the development of a PSA microsite with downloadable background and promotional materials, and a series of training webinars to equip SMP staff and volunteers to encourage media outlets to place the PSA. Reingold distributed the PSA to almost 1,000 TV stations and thousands of radio stations nationwide, including stations in 18 high-fraud states that received PSAs that were customized to include the state SMP contact number. We followed up with two rounds of telemarketing calls as well as personal contacts by SMP staff and volunteers, who were trained and equipped by Reingold to conduct media outreach. Throughout the PSA campaign, the television PSAs ranked within the top 10 percent of all PSAs being tracked by Nielsen within the same timeframe, with peaks into the top 5 percent of PSAs in June and October 2011.

Reingold designed a Stop Medicare Fraud microsite to support the rollout of our new PSA. The site includes a repository of all campaign materials and tools for SMP volunteers, the public, and the press, with a fact sheet, flier, poster, and SMP locator, as well as the downloadable PSA and the latest news. Reingold also hosted a series of webinars to build communications capacity within the SMP network and arm SMP staff and volunteers. The webinars focused on how to work with the media, secure media coverage of their issues, and be prepared for interviews; how to access and use online materials such as posters, print PSAs, and customizable flier and fact sheet templates; and how to select media outlets and pitch television and radio PSAs to achieve the widest PSA exposure in the local community.

Reingold Staff Resumes

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B. Related Client Experience

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